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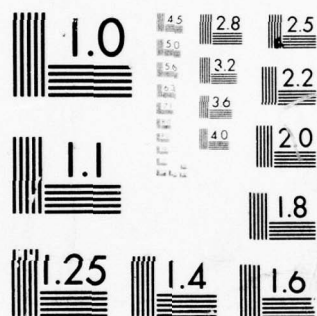
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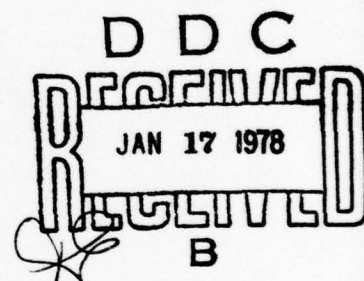
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# NAVAL POSTGRADUATE SCHOOL

Monterey, California



AN INTERACTIVE MODEL TO COMPUTE  
THE OFFICER MANPOWER PLAN  
FOR THE UNITED STATES MARINE CORPS

by

Kneale T. Marshall

August 1977

Approved for public release; distribution unlimited.

Prepared for:  
Headquarters Marine Corps  
Code MPI20  
Washington, DC 20380

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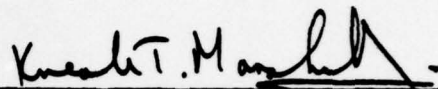
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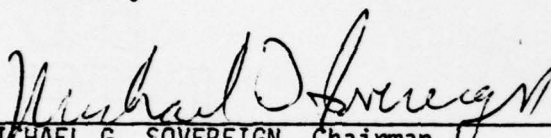
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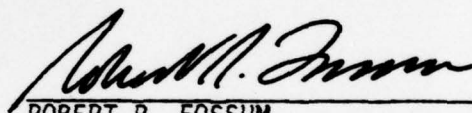
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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER 14 NPS55-77-37 ✓	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) 6 An Interactive Model to Compute the Officer Manpower Plan for the United States Marine Corps	5. TYPE OF REPORT & PERIOD COVERED 9 Technical Report.	
7. AUTHOR(s) 10 Kneale T. Marshall	8. CONTRACT OR GRANT NUMBER(s)	
9. PERFORMING ORGANIZATION NAME AND ADDRESS Naval Postgraduate School Monterey, CA 93940 ✓	10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS N68221-77 WR 70052	
11. CONTROLLING OFFICE NAME AND ADDRESS Headquarters Marine Corps, Code MPI20 Washington, DC 20380	12. REPORT DATE 11 Aug 77	
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)	13. NUMBER OF PAGES 12 1247p.	
	15. SECURITY CLASS. (of this report) UNCLASSIFIED	
	15a. DECLASSIFICATION/DOWNGRADING SCHEDULE	
16. DISTRIBUTION STATEMENT (of this Report)  Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)  Manpower                      Personnel Forecasting                      Planning		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)  This report describes a mathematical model and a set of associated interactive APL functions which are used to calculate an officer manpower plan for the United States Marine Corps. This plan is used during the budget preparation cycle and represents the future forecasted and planned force structure by rank. A complete plan can be calculated and printed in less than five minutes. This is a considerable reduction from the times involved in hand calculations. This increase in speed allows the planning officers to try		

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many alternate plans in a short period of time, and do sensitivity analysis on certain data elements such as loss rates.

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## 1. Introduction

This report describes a mathematical model and a set of associated interactive *APL* functions which are used to calculate an officer manpower plan for the United States Marine Corps. This plan is used during the budget preparation cycle and represents the future forecasted and planned force structure by rank.

A complete plan can be calculated and printed in less than five minutes. This is a considerable reduction from the times involved in hand calculations. This increase in speed allows the planning officers to try many alternate plans in a short period of time, and do sensitivity analysis on certain data elements such as loss rates.

A brief summary of the method of calculation is given here. Details are presented in section 3. End strengths (by month) are given for ranks General through Captain, as well as losses and gains to these ranks. From these the monthly numbers of promotions out of ranks Colonel through 1-st Lieutenant are calculated. For ranks Warrant Officer-1 through 2-nd Lieutenant, the numbers of monthly promotions are given, and thus the monthly end-strengths for these ranks are determined. Finally, once promotions into and out of 1-st Lieutenant have been calculated, the monthly end-strengths are calculated for that rank.

Section 2 contains the mathematical formulation of the flow model which is based on ideas presented in chapter 1 of reference [2]. Section 3 gives a detailed description of the order in which the calculations are made. Section 4 describes a set of data input functions written in *APL* and intended for interactive use in entering data. Section 5 describes a set of calculation and format functions written in *APL* and intended for calculation and display of the officer manpower plan. Readers unfamiliar with *APL* should see reference [1]. Finally, section 6 shows a sample use of the functions and displays a plan.

All the functions in this report are in a workspace called *OFFICERPLAN* in the

APL+ system of Scientific Time Sharing Corporation. They were prepared at the Naval Postgraduate School through constant communication with the staff in MPP at Headquarters, Marine Corps.

## 2. The Personnel Flow Model

In this section is described the mathematical flow model and how it is used to determine the officer manpower plan. The model is based on simple conservation of flow equations (see chapter 1 of reference [2] for details of flow models). Let the discrete planning time (typically the end of each month) be numbered  $t = 0, 1, 2, \dots$ , with  $t = 0$  being the starting point. The time interval between times  $t$  and  $t+1$  we call period  $t+1$ . At each time  $t$  we count the number in each rank and call it the stock level at time  $t$ . People are promoted, join, or leave between the accounting time points, and these are called flows in period  $t$ . Thus we can write

$$(1) \quad \begin{array}{rclclcl} \text{Stock level} & = & \text{Stock level} & + & \text{Gains} & - & \text{Losses} & + & \text{Promotions In} \\ \text{at } (t+1) & & \text{at } t & & \text{in } (t+1) & & \text{in } (t+1) & & \text{in } (t+1) \\ & & & & & & & & - \text{Promotions Out} \\ & & & & & & & & \text{in } (t+1) \end{array}$$

To express (1) mathematically we use the following notation. Let

$s_j(t)$  = stock level at time  $t$  in rank  $j$

$g_j(t)$  = gains in period  $t$  into rank  $j$

$\ell_j(t)$  = losses in period  $t$  from rank  $j$

$x_j(t)$  = promotions in period  $t$  into rank  $j$

$y_j(t)$  = promotions in period  $t$  out of rank  $j$

The index  $j$  ranges over  $1, 2, \dots, n$ , where  $n$  is the number of ranks which are numbered in decreasing seniority. Thus rank 1 is the highest rank and rank  $n$  is the lowest. Equation (1) now becomes

$$(2) \quad s_j(t+1) = s_j(t) + g_j(t+1) - \ell_j(t+1) + x_j(t+1) - y_j(t+1),$$

$$j = 1, 2, \dots, n, \quad t \geq 0.$$



Let  $s(t)$ ,  $g(t)$ ,  $\ell(t)$ ,  $x(t)$  and  $y(t)$  represent the  $n$ -dimensional vectors for  $s_j(t)$ ,  $g_j(t)$ ,  $\ell_j(t)$ ,  $x_j(t)$  and  $y_j(t)$  respectively. Then we can write (2) as

$$(3) \quad s(t+1) = s(t) + g(t+1) - \ell(t+1) + x(t+1) - y(t+1), \quad t \geq 0.$$

Before this general model can be applied to the USMC officer corps, further explanation is required of what we precisely mean by ranks, and for each rank, the definition of gains and losses.

In the computer models described later in this report  $n$  has the value 11 and the ranks are:

<u>Number (j)</u>	<u>Rank</u>	
1	General	(GEN)
2	Colonel	(COL)
3	Lieutenant Colonel	(LCOL)
4	Major	(MAJ)
5	Captain	(CAPT)
6	First Lieutenant	(1LT)
7	Second Lieutenant	(2LT)
8	Warrant Officer-4	(CWO-4)
9	Warrant Officer-3	(CWO-3)
10	Warrant Officer-2	(CWO-2)
11	Warrant Officer-1	(WO-1)

For each rank, the sources of gains are:

<u>Rank</u>	<u>Sources of Gains</u>
GEN	None
COL-CAPT	Returns from reimbursable billets
1LT-2LT	Accessions into the commissioned officer corps
CWO-4 - CWO-2	None
WO-1	Accessions into the warrant officer corps

For each rank the sources of losses are:

<u>Rank</u>	<u>Sources of Losses</u>
GEN	Natural attrition and retirement
COL-MAJ	Natural attrition, retirement and movement to reimbursable billets
CAPT	Natural attrition, those released from active duty, and movement to reimbursable billets
1LT	Natural attrition and those released from active duty
2LT - WO-1	Natural attrition

Promotions into a given rank are of course related to promotions out of lower ranks. Since time periods are typically of one-month length, promotions of more than 1 rank in a time period are assumed not to occur. An exception occurs in promotions from warrant officer status to limit duty officer (LDO) in the rank of 1LT.

For the ranks GEN through CAPT and for CW0-4 through CW0-2, the promotions into a rank are equal to the promotions out of the next lower rank. Thus

$$(4) \quad x_j(t) = y_{j+1}(t), \quad j = 1, 2, \dots, 5, \quad t \geq 1.$$

$$j = 8, 9, 10,$$

Note that  $y_1(t)$  is zero (no promotions out of the highest rank).

Let  $z_j(t)$  be the number in rank  $j$  promoted to 1LT as LDO's, for  $j = 8, 9, 10$ ,  $t \geq 1$ . Then

$$(5) \quad x_6(t) = y_7(t) + z_8(t) + z_9(t) + z_{10}(t), \quad t \geq 1.$$

No promotions are possible into 2LT or WO-1, thus  $x_7(t)$  and  $x_{11}(t)$  are both zero.

Equation (3) can now be simplified by eliminating  $x(t+1)$ . Let  $A$  be an  $11 \times 11$  matrix of 0's and 1's where

(i) the diagonal immediately above the main diagonal has all elements equal to 1 except for the one on row 6 which is 0,

(ii) all other elements of  $A$  are 0.

Let  $B$  be an  $11 \times 11$  matrix of 0's and 1's where

(i) elements in columns 8, 9, and 10 on row 6 are equal to 1,

(ii) all other elements are equal to 0.

Let  $z(t)$  be an  $11$ -vector with  $z_8(t)$ ,  $z_9(t)$  and  $z_{10}(t)$  in positions 8, 9, and 10 respectively, and all other elements equal to zero. Then from (4) and (5)

$$(6) \quad x(t) = Ay(t) + Bz(t), \quad t \geq 1.$$

Substituting this into (3) gives

$$(7) \quad s(t+1) = s(t) + g(t+1) - \lambda(t+1) + (A-I)y(t+1) + Bz(t+1), \quad t \geq 0.$$

Here  $I$  represents an identity matrix. Equation (7) can now be used to determine the officer manpower plan.



### 3. The Calculation Procedure

For ranks GEN through CAPT (1-5) the end strengths, gains and losses are all given. Denote with  $\bar{a}$  the system comprising the first 5 equations in (7). Since the  $5 \times 5$  matrix taken from the upper left of  $B$  is a zero matrix, we have

$$(8) \quad \bar{s}(t+1) = \bar{s}(t) + \bar{g}(t+1) - \bar{\lambda}(t+1) + (\bar{A}-\bar{I})\bar{y}(t+1), \quad t \geq 0.$$

The only unknowns in this equation are the elements of  $\bar{y}(t)$  for  $t \geq 1$ . Thus we solve (8) to obtain

$$(9) \quad \bar{y}(t+1) = (I-\bar{A})^{-1} [\bar{s}(t) - \bar{s}(t+1) + \bar{g}(t+1) - \bar{\lambda}(t+1)], \quad t \geq 0.$$

The solution of (9) gives the promotions out of ranks COL through 1LT for each period in the planning horizon.

For ranks 2LT to WO-1, the promotions out are given, together with the gains and losses. Denote with  $\hat{a}$  the system comprising the last 5 equations in (7). Then given the starting stocks we determine  $\hat{s}(1)$  by

$$(10) \quad \hat{s}(1) = \hat{s}(0) + \hat{g}(1) - \hat{\lambda}(1) + (\hat{A}-I)\hat{y}(1) + \hat{B}\hat{z}(1),$$

then  $\hat{s}(2)$ ,  $\hat{s}(3)$  etc. recursively through the planning horizon. The only remaining rank for which calculations have not been made is 1LT. For ranks above this, end-strengths are given and promotions calculated. For ranks below 1LT, promotions are given and end-strengths calculated. For 1LT we have

$$s_6(t+1) = s_6(t) + g_6(t+1) - \lambda_6(t+1) + x_6(t+1) - y_6(t+1), \quad t \geq 0.$$

Starting at  $t = 0$ ,  $s_6(0)$  is given, as are  $g_6(1)$  and  $\lambda_6(1)$ . Promotions out,  $y_6(1)$ , are calculated through equation (9), and promotions in,  $x_6(1)$ , are calculated through (10) and (5). Thus the unknown is the end-strength  $s_6(1)$ . This and future period end strengths are calculated recursively over the planning horizon after equations (9) and (10) have been solved for all other ranks.

#### 4. APL Data Input Functions

The following page lists eleven matrices and one vector which are used to store input data required in computing the officer manpower plan. The results of the calculations are also stored in these arrays.

There are eight *APL* input functions used to interactively enter data at a remote terminal. Each one is described on the following pages together with a listing of the function and an illustrative example of its use. Alternative methods of data input are illustrated. The use of the *APL* operator  $\rho$  can save time when repetitive numbers have to be entered. See Gilman and Rose [1] for details of *APL* operators.

## DATA ARRAYS

These arrays are stored as global variables.

<u>APL Name</u>	<u>Dimensions</u>	<u>Description</u>
<u>BSM</u>	11 x 12	Matrix of beginning strengths, 11 ranks (GEN - WO-1), 12 periods
<u>ESM</u>	11 x 12	Matrix of end strengths, 11 ranks, 12 periods
<u>LFM</u>	11 x 12	Matrix of loss factors, 11 ranks, 12 periods
<u>LM</u>	11 x 12	Matrix of losses, 11 ranks, 12 periods
<u>MGM</u>	11 x 12	Matrix of monthly gains, 11 ranks, 12 periods
<u>POM</u>	11 x 12	Matrix of promotions "out", 11 ranks 12 periods
<u>LDOM</u>	11 x 12	Matrix of promotions to LDO from warrant officer ranks, 11 ranks, 12 periods
<u>ARM</u>	11 x 12	Matrix of numbers in reimbursable billets, 11 ranks, 12 periods
<u>TRM</u>	11 x 12	Matrix of transfers <u>to</u> reimbursable billets, 11 ranks, 12 periods
<u>FRM</u>	11 x 12	Matrix of transfers <u>from</u> reimbursable billets, 11 ranks, 12 periods
<u>RLM</u>	11 x 12	Matrix of numbers released from active duty, 11 ranks, 12 periods
<u>TLV</u>	11	Vector of yearly losses from each rank, 11 ranks

Type )*SAVE* after data entry completion to ensure that new input data is not lost.



BSINPUT (begin strength input)

Syntax: Niladic, interactively asks for input

Global Variables: It requires the error message EM, the rank vector RANKV, and the data matrix BSM.

Files: None

Functions: None

Purpose: This function allows the user to enter the numbers in each of 11 ranks (GEN - WO-1) at the beginning of a planning period and store them as the first column of an 11 x 12 BSM.

Example:

```
BSINPUT
BEGIN STRENGTH?
GEN COL LCOL MAJ CAPT 1LT 2LT W-4 W-3 W-2 W-1
□: 67 573 1471 2909 4348 4086 3381 199 79 411 504
```

Function Listing:

```
▽BSINPUT[□]▽
▽ BSINPUT;X
[1] L1:'BEGIN STRENGTH?' ◇ RANKV
[2] →(11=ρX+□)ρL2 ◇ EM ◇ →L1
[3] L2:BSM[;1]+X
▽
```

## ESINPUT (end strength input)

**Syntax:** Niladic, interactively asks for input

**Global Variables:** It requires the error message *EM*, the month matrix *MONTH*, the rank vector *RANKV*, and the data matrix *ESM*.

**Files:** None

**Functions:** None

**Purpose:** This function allows the user to enter the planned end strengths for ranks GEN, COL, LCOL, MAJ, and CAPT for each of the 12 planning months. These are stored in the first 5 rows of the 11 x 12 matrix *ESM*.

**Example:**

```
ESINPUT
END STRENGTH?
GEN
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  67  67  67  67  67  67  67  67  67  67  67  67
COL
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  12p574
LCOL
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  12p1472
MAJ
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  (5p2910),2912,6p2913
CAPT
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  12p4848
```

### Function Listing:

```
▽ ESINPUT[□]▽
▽ ESINPUT;X
[1] 'END STRENGTH?' ◇ I+0
[2] L1:RANKV[(6×I)+16] ◇ 'MONTH.' '
[3] →(12=pX+□)pL2 ◇ EM ◇ →L1
[4] L2:ESM[I+1;]+X ◇ →(4≥I+I+1)pL1
▽
```

LFINPUT (loss factor input)

Syntax: Niladic, interactively asks for input

Global Variables: It requires the error message EM, the month matrix MONTH, the rank vector RANKV and the data matrix LFM.

Files: None

Functions: None

Purpose: This function allows the user to enter the desired loss factors for each of 11 ranks (starting with GEN and ending with W0-1) for each of the 12 planning months. The 12 month factors must add to 1.0. These factors are used to spread yearly losses from each rank by month. They are stored in the 11 x 12 matrix LFM.

Example:

```
      LFINPUT
LOSS FACTORS?
      GEN
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
.04 .03 .02 .01 .06 .06 .06 .04 .05 .077

INCORRECT INPUT
      GEN
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
.04 .03 .02 .01 .06 .06 .05 .05 .07 .31 .1 .2
      COL
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
:
:
:
:

      W-1
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
.09 .16 .09 .05 .07 .04 .02 .01 .02 .07 .22 .16
```

Function Listing:

```
      VLFINPUT[□]V
      V LFINPUT;I;X
[1] 'LOSS FACTORS?' ◇ I+1
[2] L1:RANKV[(6×I-1)+16] ◇ ,MONTH.' '
[3] →(12=ρX+□)ρL2 ◇ EM ◇ →L1
[4] L2:LFM[I;]+X ◇ →(11≥I+I+1)ρL1
      V
```



MGINPUT (monthly gains input)

Syntax: Niladic, interactively asks for input

Global Variables: It requires the error message EM, the rank vector RANKV, the month matrix MONTH, and the data matrix MGM.

Files: None

Functions: None

Purpose: This function allows the user to enter the expected gains in each of 12 months into the ranks WO-1, 2LT and 1LT respectively. These are stored in rows 11, 7 and 6 of the 11 x 12 matrix MGM.

Example:

```
MGINPUT
MONTHLY GAINS?
W-1
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  0   0   0   0 250   0   0   0   0   0   0   0
2LT
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
242 152 158 102   0  19 134 178 363 140 288   0
1LT
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  2   1   3   2   6   0   0   2   0   3   0   5
```

Function Listing:

```
VMGINPUT[□]▽
▽ MGINPUT;I;M;V;X
[1] ' MONTHLY GAINS?' ◇ I+1 ◇ M+ 3 6 p(60+16).(36+16).30+16 ◇ V+ 11 7 6
[2] L2:RANKV[.M[I;]] ◇ .MONTH.' '
[3] →(12=pX+□)pL3 ◇ EM ◇ →L2
[4] L3:MGM[V[I];]+X ◇ →(3≥I+I+1)pL2
▽
```

POINPUT (promotions-out input)

Syntax: Niladic, interactively asks for input

Global Variables: It requires the error message EM, the rank vector RANKV, the month matrix MONTH, and the two data matrices POM and LDOM.

Files: None

Functions: None

Purpose: This function allows the user to enter the planned promotions in each of 12 months out of ranks 2LT, and the warrant officers. These are stored in rows 7 through 11 of the 11 x 12 matrix POM. The function then asks for the numbers in each 12 months who became limited duty officers (LDO) from each of the 4 warrant ranks. These numbers are stored in rows 8 through 11 of the 11 x 12 matrix LDOM.

Example:

```
POINPUT
PROMOTIONS OUT?
2LT
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  0 415 14 194 0 4 115 60 750 331 9 14
W-4
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  12p0
W-3
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  7 4 0 0 0 0 0 0 39 0 0 0
W-2
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  0 0 0 0 66 0 0 0 0 0 0 0
W-1
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  (4p0),234,7p0
TO LDO?
W-4
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  0 0 0 0 0 0 0 0 2 0 0 0
W-3
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  (8p0),25,(3p0)
```

W-2  
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP  
□:

(8p0),73,3p0

W-1  
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP  
□:

12p0

### Function Listing:

```

VPOINPUT[□]V
V POINPUT;I;M;X
[1] 'PROMOTIONS OUT?' ◇ I+1
[2] L1:RANKV[(30+I×6)+16] ◇ ,MONTH.' '
[3] →(12=ρX+□)ρL2 ◇ EM ◇ →L1
[4] L2:POM[I+6;]→X ◇ →(5≥I+I+1)ρL1 ◇ I+1 ◇ ' TO LDO?'
[5] L3:RANKV[(36+I×6)+16] ◇ ,MONTH.' '
[6] →(12=ρX+□)ρL4 ◇ EM ◇ →L3
[7] L4:LDOM[I+7;]→X ◇ →(4≥I+I+1)ρL3
V

```



REIMINPUT (reimbursable input)

Syntax: Niladic, interactively asks for input

Global Variables: It requires the error message EM, the rank vector RANKV, the month matrix MONTH, and the data matrices TRM and FRM.

Files: None

Functions: None

Purpose: This function allows the user to enter scores to and from reimbursable billets for each of 12 months for the ranks COL, LCOL, MAJ, and CAPT and store them in rows 2 through 5 of the 11 x 12 matrices TRM and FRM respectively.

Example:

```
REIMINPUT
COL TO REIMB
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  1   1 .10p0
COL FROM REIMB
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  1.11p0
LCOL TO REIMB
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  :
  :
  :
  :
  :
  :
VALUE ERROR
□ 12p0
  ^
□: 12p0
CAPT TO REIMB
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  2   0   0   0   1   0   0   0   0   0   0   00
CAPT FROM REIMB
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  1   0   1   0   0   0   0   2   0   0   0   0
```

### Function Listing:

```
      VREIMINPUT[ ]V
V REIMINPUT;M;X;I
[1]  M← 4 6 p6+30↑RANKV ◇ I+1
[2]  L1:M[I;], ' TO REIMB' ◇ ,MONTH.' '
[3]  →(12=pX+□)pL2 ◇ EM ◇ →L1
[4]  L2:TRM[I+1;]→X
[5]  L3:M[I;], ' FROM REIMB' ◇ ,MONTH.' '
[6]  →(12=pX+□)pL4 ◇ EM ◇ →L3
[7]  L4:FRM[I+1;]→X
[8]  →(4≥I+I+1)pL1
```

▽

RLDINPUT (released from active duty input)

Syntax: Niladic, interactively asks for input

Global Variables: It requires the error message EM, the rank vector RANKV, the month matrix MONTH, and the data matrix RLM.

Files: None

Functions: None

Purpose: This function allows the user to enter the numbers in each of 12 months who will be released from active duty in the ranks CAPT and 1LT. The data is stored in rows 5 and 6 of the 11 x 12 matrix RLM.

Example:

```
          RLDINPUT
RELAD?
CAPT
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  4  16  14  6   2   9   4   7   9   8  14 12
    1LT
OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP
□:
  55  55  90  41  35  62  28  48  90  48  62  76
```

Function Listing:

```
VRDLINPUT[□]V
V RLDINPUT;I;M;V;X
[1] 'RELAD?' ◇ I+1 ◇ M+ 2 6 p(24+16).(30+16) ◇ V+ 5 6
[2] L1:RANKV[.M[I;]] ◇ .MONTH.' '
[3] →(12=pX+□)pL2 ◇ EM ◇ →L1
[4] L2:RLM[V[I;]]+X ◇ →(2≥I+I+1)pL1
V
```



TLINPUT (total loss input)

Syntax: Niladic, interactively asks for input

Global Variables: It requires the error message EM, the rank vector RANKV, and the data vector TLV.

Files: None

Functions: None

Purpose: This function allows the user to enter the losses from each of the 11 ranks for the planning period, and store them in the 11-vector TLV.

Example:

```
      TLINPUT
TOTAL YEAR LOSSES?
  GEN  COL  LCOL  MAJ  CAPT  1LT  2LT  W-4  W-3  W-2  W-1
□:
    11   95   155   160   593   109   35   60   25   8    4
```

Function Listing:

```
      VTLINPUT[□]V
V TLINPUT
[1] L1: 'TOTAL YEAR LOSSES?' ◇ RANKV
[2] →(11=ρTLV+□)ρ0 ◇ EM ◇ →L1
V
```

## 5. APL Calculation and Output Format Functions

The calculation, interactive changing, and formatting of the officer manpower plan require ten *APL* functions. These are listed on the following pages. Only one is specified by the user, namely *OFPLAN*. This function calls the other nine at appropriate points and they remain invisible to the terminal user.

OFFPLAN (officer manpower plan)

Syntax: Niladic, interactively asks for various changes in variables and for the amount of detail to be printed.

Global Variables: The data arrays: BSM, ESM, LFM, MGM, POM, LDM, TRM, FRM, RLM, and TLV.

Files: None

Functions: Requires the utilities AYN (answer yes or no) and DATE, the formatting functions FMTI, ESREP, OF1E, OMPREP and ATREIMB, and the calculation functions CHGFM, CHGIM, PLAN1.

Purpose: This is the main interactive function for obtaining the manpower plan. It is the only one (other than functions to input data) that the user specifies when calculating a plan.

Function Listing: See next page.



```

VOEPLAN[ ]V
V OFPLAN
[1] L5:-(~AYN 'DISPLAY LOSS FACTORS?')pL1 ◇ FMTF LFM
[2] L1:-(~AYN 'CHANGE LOSS FACTORS?')pL2 ◇ LFM+CHGFM LFM
[3] L2:-(~AYN 'DISPLAY END STRENGTHS?')pL3 ◇ FMTI 5 12 +ESM
[4] L3:-(~AYN 'CHANGE END STRENGTHS?')pL7 ◇ ESM+CHGIM ESM
[5] L7:-(~AYN 'CHANGE REIMB?')pL4 ◇ 'TO REIMB' ◇ TRM+CHGIM TRM ◇ 'FROM REIMB' ◇ FRM+CHGIM FRM
[6] L4:PLAN1 ◇ LF
[7] ' USMC OFFICER PLAN DATE:--,DATE ◇ 2pLF
[8] ' MONTHLY END STRENGTHS' ◇ LF ◇ ESREP ◇ 5pLF ◇ +(~AYN '1-E TABLE?')pL6
[9] ' OFFICER 1-E' ◇ LF ◇ OF1E ◇ 5pLF ◇ +(~AYN 'MP PLAN?')pL6
[10] ' OFFICER MANPOWER PLAN ' ◇ OMPREP ◇ 2pLF ◇ ATREIMB
[11] L6:-(AYN 'CONTINUE?')pL5
V

```

## CHGFM

### CHGFM

Syntax: Monadic,  $R \leftarrow \text{CHGFM } M$

Global Variables: It requires the error message EM.

Files: None

Functions: None

Purpose: It allows the user to change any elements in a fractional matrix, and checks that the new entries are consistent with row sums equal to 1.0. It is used only inside other functions.

### Function Listing:

```

      VCHGFM[ ]V
    V R←CHGFM M;X;Y
[1]  'ENTER ZERO FOR RANK IF NO MORE CHANGES'
[2]  L1:'RANK NUMBER?' ◇ →(0=X+ )pL6 ◇ →(11≥X)pL2 ◇ EM ◇ →L1
[3]  L2:'CURRENT' ◇ , 'F6.2' □FMT M[X;]
[4]  L3:'NEW?' ◇ →(1=+/Y+ )pL4 ◇ 'DO NOT ADD TO 1.0' ◇ →L3
[5]  L4:→(12=pY)pL5 ◇ 'NEED 12 NUMBERS' ◇ →L3
[6]  L5:M[X;]+Y ◇ →L1
[7]  L6:R←M
    V
```

## CHGIM

Syntax: Monadic,  $R \leftarrow CHGIM\ M$

Global Variables: It requires the error message, EM.

Files: None

Functions: None

Purpose: It allows the user to change any elements in an integer matrix. It is used only inside other functions.

### Function Listing:

```

      VCHGIM[ ]V
    V R←CHGIM M;X;Y
[1]  'ENTER ZERO FOR RANK IF NO MORE CHANGES'
[2]  L1:'RANK NUMBER?' ◊ →(0=X+□)ρL6 ◊ →(11≥X)ρL2 ◊ EM ◊ →L1
[3]  L2:'CURRENT' ◊ , 'I6' □FMT M[X;]
[4]  'NEW?' ◊ →(12=ρY+□)ρL4 ◊ 'NEED 12 NUMBERS' ◊ →L3
[5]  L4:M[X;]+Y ◊ →L1
[6]  L6:R+M
    V
```

PLAN1

Syntax: Niladic

Global Variables: It requires all the data arrays, BSM, ESM, LFM, LM, MGM, POM, LDM, TRM, FRM, RLM, and TLV.

Files: None

Functions: Requires the integer rounding function ROUND

Purpose: This function performs all the calculations for the manpower plan discussed in section 3.

Function Listing: See next page for both PLAN1 and ROUND.



```

VPLAN1[[]]V
V PLAN1;IV;I;V;PEM;NEM;LM;EV
  LM←ROUND LFM×Q 12 11 PTLV
  BSM[IV;1+11]←ESM[IV+15;111]
  POM[1+IV;]←B+.×ESM[IV;]+LM[IV;]+BSM[IV;]+FRM[IV;]-TRM[IV;]
  BSM[6;1+11]←11+ESM[6;]+B1+.×(12+BSM[6;1])×MGM[6;]+POM[7;]+(+LDM)-POM[6;]+RLM[6;]+LM[6;]
  M←5 12 +MGM+((12p1)×POM)-RLM+LM+POM+LDM
  E+BSM[6+IV;1] ◇ I+1
  L1:ESM[6+IV;I]←E+E+M[;I]
  →(12≥I+I+1)ρL1 ◇ BSM[6+IV;1+11]←ESM[6+IV;111]
V

```

```

VROUND[[]]V
V R←ROUND N;EV;TM;N
  N←pEV+((+/M)-+/TM+10.5+M ◇ I+1
  L1:TM[I;J]←TM[I;J+1]+VTM[I;J]]+EV[I] ◇ →(N≥I+I+1)ρL1 ◇ R+TM
V

```

### FMTF

Syntax: Monadic,  $R \leftarrow FMTF\ M$

Global Variables: It requires the month matrix MONTH and the rank vector RANKV.

Files: None

Functions: None

Purpose: It formats the fractional matrix  $M$  with column and row headers. It is used only within other functions.

Function Listing:

```
▽FMTF[□]▽  
▽ FMTF M  
[1] ' RANK'.,(12 3 ρ' '),MONTH  
[2] (11 6 ρRANKV), 'F6.2' □FMT M  
▽
```

### FMTI

**Syntax:** Monadic,  $R \leftarrow FMTI\ M$

**Global Variables:** It requires the month matrix MONTH and the rank vector RANKV.

**Files:** None

**Functions:** None

**Purpose:** It formats the matrix  $M$  into integers with column and row headers. It is used only within other functions.

**Function Listing:**

```
      VFMTI[[]]V
    V FMTI M;N
[1]  N←(pM)[1]
[2]  ' RANK'.,.(12 3 p' ').MONTH
[3]  ((N,6)pRANKV),'BI6' □FMT M
    V
```

## ESREP

Syntax: Niladic

Global Variables: It requires the month matrix MONTH, the rank vector RANKV, and the data arrays BSM and ESM.

Files: None

Functions: None

Purpose: It formats the "End Strength Report" as part of the manpower plan.

### Function Listing:

```
      VESREP[ ] V
V ESREP;MYA;X
[1] MYA+(+/BSM+ESM)*24
[2] ' BEGIN', ' GRADE', (.(12 3 p' '), MONTH), ' MYA'
[3] ('I6' FMT 11 1 +BSM), (11 6 pRANKV), 'I6' FMT(ESM), MYA
[4] ' TOTAL', 'I6' FMT+ESM
V
```



AL GAINS

OMPREP

Syntax: Niladic

Global Variables: It requires the month matrix *MONTH*, rank vector *RANKV*, the formatting headers *H1*, *H1G*, *H2*, *H3*, *H4*, *H5*, *H6*, *H7*, *H8*, *H9*, *H10*, *H11*, *H12*, *H13*, and *H14*, the line feed *LF*, and all the data arrays.

Files: None

Functions: None

Purpose: It formats the "Officer Manpower Plan," the main output showing the monthly details of a yearly plan for each rank.

Function Listing: See next page.

VOMPREP[ ] V

OMPREP; N; V; PI; TL; R; L; OL; G

' RANK TOTAL', (12 3 p' ), MONTH

M+BSM[1], BSM, (+/TRM), TRM, (+/LM), LN, (+/POM), POM, (+/PI), (PI+(12p1)OPOM), (+/FRM), FRM,

ESM[12], ESM

(4 6 p(12p' ), 6+RANKV), (4 3 p' ), H1G, 'BI6', FMT M1+(1 0 1 0 1 0 1)/[1] 7 13 pM 0 LF

(7 6 p(18p' ), 6+6+RANKV), (7 3 p' ), H1, 'BI6', FMT M2+ 7 13 pM[2];] 0 LF

(7 6 p(18p' ), 6+12+RANKV), (7 3 p' ), H1, 'BI6', FMT M3+ 7 13 pM[3];] 0 LF

(7 6 p(18p' ), 6+18+RANKV), (7 3 p' ), H1, 'BI6', FMT M4+ 7 13 pM[4];] 0 LF

TL+(R+(+/R), R+RLM[5];]+L+13+26+V+M[5];]

(9 6 p(24p' ), 6+24+RANKV), (9 3 p' ), H2, 'BI6', FMT M5+ 9 13 p(26+V), R, L, TL,

-52+V 0 LF

M+(IN, OUT, (39pIN), (OUT+13p0), (IN+13p1))/M

TL+(R+(+/R), R+RLM[6];]+OL+13+13+V+M[6];]

M6+ 9 13 p(13+V), R, OL, TL, ((+/G), G+NGM[6];], (-26+~13+V), ((+/L), L+~13+V

(9 6 p(24p' ), 6+30+RANKV), (9 3 p' ), H3, 'BI6', FMT M6 0 LF

(5 6 p(12p' ), 6+36+RANKV), (5 3 p' ), H4, 'BI6', FMT M7+ 5 13 p(26+V), (G+(+/G), G+NGM[

7;], (-13+~26+V), 13+V+M[7];] 0 LF

T01+ 1 13 pM1[1];]+M2[1];]+M3[1];]+M4[1];]+M5[1];]+M6[1];]+M7[1];]

T01+T01,[1] M2[2];]+M3[2];]+M4[2];]+M5[2];]

T01+T01,[1] M1[2];]+M2[3];]+M3[3];]+M4[3];]+M5[5];]+M6[4];]+M7[2];]

T01+T01,[1] M6[5];]+M7[3];] 0 T01+T01,[1] M6[8];]

T01+T01,[1] M2[4];]+M3[4];]+M4[4];]+M5[6];]+M6[6];]+M7[4];]

T01+T01,[1] M1[3];]+M2[5];]+M3[5];]+M4[5];]+M5[7];]+M6[7];]

T01+T01,[1] M2[6];]+M3[6];]+M4[6];]+M5[8];]

T01+T01,[1] M1[4];]+M2[7];]+M3[7];]+M4[7];]+M5[9];]+M6[9];]+M7[5];]

H5, H6, 'BI6', FMT T01 0 LF

(5 9 p45+(18p' ), 'CWO-4'), H7, 'BI6', FMT M8+ 5 13 p(26+V), (-13+~13+V), ((+/L), L+LDM[

8;], 13+V+M[8];] 0 LF

H9, (12 12 pH8), 'BI6', FMT M9+ 12 13 p(0 ~13 +V), ((+/L), L+LDM[8+12;]), 2 ~13 +V+M[

8+12;] 0 LF

M10+ 6 13 p(26+V), ((+/G), G+NGM[11;]), (-13+~26+V), ((+/L), L+LDM[11;]), ~13+V+M[

11;]

(6 9 p54+(18p' ), 'WO-1'), H10, 'BI6', FMT M10 0 LF

TW+(M10[1 2 ;]+M8[1 2 ;]+M9[7 8 ;]+M9[1 2 ;]), [1] M10[3;] 0 TW+TW,[1] M8[4;]+M10[

5;]+~M9[5 11 ;]

TW+TW,[1] M10[4;]+~M9[3 9 ;] 0 TW+TW,[1] M8[3;]+~M9[4 10 ;] 0 TW+TW,[1] M8[

5;]+M10[6;]+~M9[6 12 ;]

H12, H11, 'BI6', FMT TW 0 LF 0 H14, H13, 'BI6', FMT T0+T01[1 2 3 4 8 9 ;]+(1 0 1 1 0 1)\[

1] TW[1 2 3 7 ;]

V



## ATREIMB

Syntax: Niladic

Global Variables: It requires the data arrays ARM, TRM and FRM.

Files: None

Functions: None

Purpose: It formats the movement of officers at, to, and from reimbursable billets as part of the manpower plan.

Function Listing:

```
∇ ATREIMB[ ] ∇
  ∇ ATREIMB
  [1] '          OFFICERS IN REIMBURSABLE BILLETS'
  [2] '          COL          LCOL          MAJ          CAPT'
  [3] 'BEGIN',,, 'I10' □FMT, ARM[1+14;1]
  [4] '  TO',,, 'I10' □FMT(+/TRM)[1+14]
  [5] ' FROM',,, 'I10' □FMT(+/FRM)[1+14]
  [6] '  END',,, 'I10' □FMT(+/TRM+ARM-FRM)[1+14]
  ∇
```



## 6. An Example

The next seven pages give an example of an officer manpower plan. This example does not show every feature of the interactive capability, but should be sufficient to illustrate the use of the model. A complete plan takes less than five minutes of terminal time and less than 1 second CPU time on Scientific Time Sharing's APL+ system. Thus many iterations are possible in the planning cycle.

OFPLAN  
 DISPLAY LOSS FACTORS? YES  
 RANK OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP  
 GEN 0.04 0.03 0.02 0.01 0.06 0.06 0.05 0.05 0.07 0.31 0.10 0.20  
 COL 0.07 0.05 0.03 0.05 0.07 0.05 0.04 0.05 0.08 0.25 0.14 0.12  
 LCOL 0.10 0.06 0.04 0.05 0.08 0.06 0.05 0.05 0.06 0.18 0.14 0.13  
 MAJ 0.08 0.06 0.05 0.07 0.07 0.05 0.06 0.05 0.10 0.16 0.14 0.11  
 CAPT 0.07 0.07 0.13 0.07 0.06 0.11 0.07 0.07 0.08 0.09 0.09 0.09  
 1LT 0.08 0.08 0.13 0.06 0.05 0.09 0.04 0.07 0.13 0.07 0.09 0.11  
 2LT 0.08 0.08 0.08 0.07 0.05 0.09 0.08 0.10 0.10 0.08 0.11 0.08  
 W-4 0.05 0.05 0.07 0.08 0.08 0.09 0.07 0.10 0.07 0.08 0.10 0.16  
 W-3 0.11 0.06 0.07 0.07 0.10 0.08 0.07 0.06 0.08 0.10 0.08 0.12  
 W-2 0.09 0.05 0.16 0.06 0.05 0.13 0.08 0.02 0.04 0.12 0.11 0.09  
 W-1 0.09 0.16 0.09 0.05 0.07 0.04 0.02 0.01 0.02 0.07 0.22 0.16

CHANGE LOSS FACTORS? NO  
 DISPLAY END STRENGTHS? YES  
 RANK OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP  
 GEN 67 67 575 574 574 574 574 574 574 574 574 574  
 COL 574 574 575 574 574 574 574 574 574 574 574 574  
 LCOL 1472 1472 1472 1472 1472 1472 1472 1472 1472 1472 1472 1472  
 MAJ 2910 2910 2910 2910 2910 2910 2910 2910 2910 2910 2910 2910  
 CAPT 4848 4848 4848 4848 4848 4848 4848 4848 4848 4848 4848 4848

CHANGE END STRENGTHS? YES  
 ENTER ZERO FOR RANK IF NO MORE CHANGES  
 RANK NUMBER?

□: 2  
 CURRENT 574 575 575 574 574 574 574 574 574 574 574  
 NEW? □: 574 743 575

RANK NUMBER? □: 574 575,90574

CHANGE REIMB? NO  
 □: 0

USMC OFFICER PLAN

DATE: -20 AUGUST 1977

MONTHLY END STRENGTHS

BEGIN GRADE	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	MYA
67 GEN	67	67	67	67	67	67	67	67	67	67	67	67	67
573 COL	574	574	575	574	574	574	574	574	574	574	574	574	574
1471 LCOL	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472
2909 MAJ	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910
4848 CAPT	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848
4086 1LT	3942	4212	4018	4095	3992	3827	3841	3776	4432	4571	4383	4198	4103
3381 2LT	3620	3354	3495	3401	3399	3411	3427	3543	3152	2958	3233	3216	3358
199 W-4	203	204	200	195	190	185	181	175	208	203	197	187	195
79 W-3	72	66	64	62	125	123	121	119	53	50	48	45	80
401 W-2	399	399	398	398	566	565	564	564	491	490	489	488	481
504 W-1	504	502	502	502	518	518	518	518	518	518	517	516	512
TOTAL	18611	18608	18549	18524	18661	18500	18523	18566	18725	18661	18738	18521	

1-E TABLE? YES



OFFICER 1-E

MONTH	BEGIN	LOSSES		TOTAL	GAINS	END
		RELAD	OTHER			
OCT	18518	59	95	154	244	18611
NOV	18611	71	85	156	153	18608
DEC	18608	104	116	220	161	18549
JAN	18549	47	82	129	104	18524
FEB	18524	37	82	119	256	18661
MAR	18661	71	109	180	19	18500
APR	18500	32	79	111	134	18523
MAY	18523	55	82	137	180	18566
JUN	18566	99	105	204	363	18725
JUL	18725	56	151	207	143	18661
AUG	18661	76	135	211	288	18738
SEP	18738	88	134	222	5	18521
TOTAL	18518	795	1255	2050	2050	18521

MP PLAN? YES



OFFICER MANPOWER PLAN

RANK	TOTAL	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
BEGIN	67	67	67	67	67	67	67	67	67	67	67	67	67
LOSSES	11					1	1	1	1	1	3	1	2
PROM IN	11					1	1	1	1	1	3	1	2
END	67	67	67	67	67	67	67	67	67	67	67	67	67
BEGIN	573	573	574	574	575	574	574	574	574	574	574	574	574
TO REIMB													
LOSSES	95	7	5	3	5	7	5	4	5	8	22	13	11
PROM OUT	11					1	1	1	1	1	3	1	2
PROM IN	106	7	5	4	4	8	6	5	6	9	25	14	13
FROM REIMB	1	1											
END	574	574	574	575	574	574	574	574	574	574	574	574	574
BEGIN	1471	1471	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472
TO REIMB													
LOSSES	155	16	9	6	8	12	9	8	8	9	28	22	20
PROM OUT	106	7	5	4	4	8	6	5	5	9	25	14	13
PROM IN	261	23	14	10	12	20	15	13	14	18	53	36	33
FROM REIMB	1	1											
END	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472	1472
BEGIN	2909	2909	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910
TO REIMB													
LOSSES	160	13	10	8	11	11	8	10	8	16	25	22	18
PROM OUT	261	23	14	10	12	20	15	13	14	18	53	36	33
PROM IN	421	36	24	18	23	31	23	23	22	34	78	58	51
FROM REIMB	1	1											
END	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910	2910

4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848
BEGIN	105	4	16	14	6	2	9	4	7	9	8	14	4848
TO REIMB													
RELAD	593	42	42	76	42	36	65	42	42	47	53	53	12
OTHER LOSSES	698	46	58	90	48	38	74	46	49	56	61	67	53
TOTAL LOSSES	421	36	24	18	23	31	23	23	22	34	78	58	65
PROM OUT	1119	82	82	108	71	69	97	69	71	90	139	125	51
PROM IN													116
FROM REIMB													
END	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848

CAPT

4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848	4848
BEGIN	4086	3942	4212	4018	4095	3992	3827	3841	3776	4432	4571	4383	4383
RELAD	690	55	55	90	41	35	62	28	48	90	62	76	76
OTHER LOSSES	109	9	9	13	7	5	10	4	8	14	10	12	12
TOTAL LOSSES	799	64	64	103	48	40	72	32	56	104	72	88	88
GAINS	24	2	1	3	2	6	97	69	2	90	3	5	5
PROM OUT	1119	82	82	108	71	69	97	69	71	90	139	125	116
PROM IN	1906	415	415	14	194		4	115	60	750	331	9	14
FROM W.O.	100									100			
END	4198	3942	4212	4018	4095	3992	3827	3841	3776	4432	4571	4383	4198

1LT

3381	3381	3620	3354	3495	3401	3399	3411	3427	3543	3152	2958	3233	3233
LOSSES	35	3	3	2	2	3	3	2	4	3	4	3	3
GAINS	1776	242	152	158	102	19	134	178	363	140	288	288	288
PROM OUT	1906	415	415	14	194	4	115	60	750	331	9	14	14
END	3216	3620	3354	3495	3401	3399	3411	3427	3543	3152	2958	3233	3216

2LT

17335	17335	17433	17437	17385	17367	17262	17109	17139	17190	17455	17400	17487	17487
BEGIN													
TO REIMB													
LOSSES	1953	149	149	213	122	111	172	104	129	198	201	207	207
GAINS	1800	244	153	161	104	6	19	134	180	363	143	288	5
FROM W.O.	100									100			
PROM OUT	3824	148	540	154	304	129	146	226	174	902	243	229	229
PROM IN	3824	148	540	154	304	129	146	226	174	902	243	229	229
FROM REIMB	3	3											
END	17285	17433	17437	17385	17367	17262	17109	17139	17190	17455	17400	17487	17285

2LT - GENPROM OUT

CWO-4	BEGIN	199	199	203	204	200	195	190	185	181	175	208	203	197
	LOSSES	60	3	3	4	5	5	5	4	6	4	5	6	10
	PROM IN	50	7	4							39			
	TO LDO	2									2			
	END	187	203	204	200	195	190	185	181	175	208	203	197	187
CWO-3	BEGIN	79	79	72	66	64	62	125	123	121	119	53	50	48
	LOSSES	25		2	2	2	3	2	2	2	2	3	2	3
	PROM OUT	50	7	4							39			
	PROM IN	66					66							
	TO LDO	25												
CWO-2	END	45	72	66	64	62	125	123	121	119	53	50	48	45
	BEGIN	401	401	399	399	398	398	566	565	564	564	491	490	489
	LOSSES	8	2	1	1			1	1			1	1	1
	PROM OUT	66					66							
	PROM IN	234					234							
WO-1	TO LDO	73									73			
	END	488	399	399	398	398	566	565	564	564	491	490	489	488
	BEGIN	504	504	504	502	502	502	518	518	518	518	518	518	517
	LOSSES	4		2									1	1
	GAINS	250					250							
TOTAL WARRANT OFFICERS	PROM OUT	234					234							
	TO LDO													
	END	516	504	502	502	502	518	518	518	518	518	518	517	516
	BEGIN	1183	1183	1178	1171	1164	1157	1399	1391	1384	1376	1270	1261	1251
	LOSSES	97	5	7	7	7	8	8	7	8	6	9	10	15
TOTAL WARRANT OFFICERS	GAINS	250					250							
	TO LDO	100									100			
	PROM OUT	350	7	4			300				39			
	PROM IN	350	7	4			300				39			
	END	1236	1178	1171	1164	1157	1399	1391	1384	1376	1270	1261	1251	1236



18518	18518	18611	18608	18549	18524	18661	18500	18523	18566	18725	18661	18738
BEGIN												
TO REIMB												
LOSSES	2050	154	156	220	119	180	111	137	204	207	211	222
OFFICERS	2050	244	153	161	104	19	134	180	363	143	288	5
GAINS												
FROM REIMB	3	3										
END	18521	18611	18608	18549	18524	18661	18500	18523	18566	18725	18661	18738

OFFICERS IN REIMBURSABLE BILLETS

BEGIN	COL	LCOL	MAJ	CAPT
TO	8	21	9	2
FROM	0	0	0	0
END	1	1	1	0
CONTINUE? NO	7	20	8	2



# REFERENCES

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- [2] Grinold, R. C. and Marshall, K. T., Manpower Planning Models, Elsevier-North Holland, 1977.